



**ABOVE** • Demos offer a touch of realism at NIH's 18th annual Police Awareness Day event. See more photos, p. 16.

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# nih record

*'Who Gets Heard? What Gets Done?'*

## Expert Linguist Tannen Looks at Workplace Dynamics

By Carla Garnett

**I**s your boss overly bossy? Why does every conversation with your coworker feel like a competition? Could you be clearer about making assignments? How much more could your organization accomplish if you all communicated better? To offer insight into these questions, language expert Dr. Deborah Tannen gave a Deputy Director for Management Seminar recently in a packed Masur Auditorium. The goal of the talk was simple.

"If we understand ways of speaking and how they vary, we'll be able to judge others more accurately," she said. "You have hopes for your own communication to be judged more accurately, but also [everyone wants to] get more work done and influence who gets credit for the work that gets done."



*Dr. Deborah Tannen, a scholar at Georgetown University, talks workplace dynamics at NIH.*

SEE TANNEN, PAGE 6

## Bike to Work Day Draws Crowds, Director

As most employees know, Bike to Work Day is observed at NIH every day of the year—especially in years like 2012 when there was essentially no winter—by quite a few of our colleagues.

But on May 18, pedalers were out in force, including, for the third year in a row, NIH director Dr. Francis Collins, who cruised down Center Dr. with his wife Diane Baker on the official BTWD. And for the 7th year in a row, NIH had the most registered participants in the event among local organizations, according to the Metropolitan Washington Council of Governments (MWCOC).



*NIH director Dr. Francis Collins pedals down Center Dr. on BTWD.*



*NFL Hall of Famer Darrell Green kicks off NIH's 5th annual Take a Hike Day.*

## Conditions Perfect for Healthy 'Hike' Masses Hit the Pavement in 5th Annual Employee Exercise Event

Bright sunshine. Clear skies. Brisk breeze. All in all, NIH's 5th annual Take a Hike Day on May 10 was the kind of day that made you happy to be alive, according to honorary run/walk starter and NFL Hall of Famer Darrell Green, former standout cornerback for the Washington Redskins.

SEE BIKE DAY, PAGE 4

SEE HIKE, PAGE 8



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NIH...Turning Discovery Into Health

## briefs

### Author Pink To Give DDM Seminar

The Deputy Director for Management (DDM) announces the fourth and final DDM seminar of the 2011-2012 series "Management and Science: Partnering for Excellence." The event on Thursday, June 14 from 11 a.m. to 12:30 p.m. in Masur Auditorium, Bldg. 10, will feature Daniel Pink, author of *Drive: The Surprising Truth About What Motivates Us* and a leading authority of employee management relations and human motivation in the workplace.

Videocasting and sign language will be provided. Individuals who need reasonable accommodation to attend should call (301) 496-6211 or the Federal Relay Service at 1-800-877-8339. For more information about the series, visit [www.ddmseries.od.nih.gov](http://www.ddmseries.od.nih.gov) or call (301) 496-3271.

### Jones To Address Exercise Interest Group

The exercise interest group (EIG), the newest member of NIH's special interest groups, will be having its first invited speaker on Wednesday, June 13 at 1 p.m. in the Neurosciences Bldg., Rm. D. Dr. Lee W. Jones will discuss "From Cells to Society: Exercise as Treatment for Cardiovascular Injury and Cancer Progression Following a Cancer Diagnosis."

Jones' translational research program spans animal models to human trials that: evaluate the efficacy of exercise training to prevent and/or treat the cardiovascular and functional impact of cancer therapy and elucidate the effects of aerobic training and their underlying systemic and molecular mechanisms on tumor progression and metastatic dissemination. He has published over 100 scientific articles and book chapters on these topics. He is a member of the international editorial board for *Lancet Oncology* and his research program is supported by NIH, the American Cancer Society and the Department of Defense Breast Cancer Research Program.

For more information contact Dr. Mark Roltsch, (301) 435-0535 or [roltschm@nhlbi.nih.gov](mailto:roltschm@nhlbi.nih.gov).

### IntraMall Summer Showcase, June 20-21

The 14th annual NIH IntraMall Summer Showcase will be held in the south lobby of Bldg. 10 June 20-21 from 9:30 a.m. to 2 p.m. The event is hosted by the IntraMall electronic purchasing site designed exclusively for NIH to simplify purchasing.

Since opening in June 1998, the IntraMall has become a leading NIH web site for government

purchase cardholders to locate, buy and track purchases from hundreds of the most frequently used suppliers, offering over 12 million laboratory, office and computer items.

A free lunch is available to holders of a valid cdc.gov, fda.gov or nih.gov email address; register and qualify for the lunch at [www.intramalls.com/show-case](http://www.intramalls.com/show-case). If you require reasonable accommodation to participate, call 1-888-644-6255 during business hours at least 7 days before the event.

### Workshop on Informed Risk Assessment

An innovative interagency program sponsored by NIEHS continues its 2012 workshop series with an exploration of "Systems Biology—Informed Risk Assessment," June 14-15 in Washington, D.C.

Part of the National Academies' Emerging Science for Environmental Health Decisions series, the workshop is free and open to the public. Registrations are now being accepted at [www.surveygizmo.com/s3/911911/Systems-Biology-Registration](http://www.surveygizmo.com/s3/911911/Systems-Biology-Registration) and webcast registration will soon be available.

The workshop will focus on changes in the risk assessment landscape driven largely by advances in molecular and systems biology, recent reports from the National Research Council and volumes of new test data arising from the Tox21 and European Registration, Evaluation, Authorisation and Restriction of Chemical substances programs.



### MSKCC's Thompson To Speak, June 3

Dr. Craig B. Thompson, CEO and president of Memorial Sloan-Kettering Cancer Center, will present this year's third and final installment of the annual NIH Director's Lectures on Wednesday, June 13, 3-4 p.m. in Masur Auditorium, Bldg. 10. His talk is

titled "IDH Mutations: Oncometabolite Deregulation of Epigenetic Remodeling."

Thompson is a board-certified internist and medical oncologist. He has extensive research experience in cancer, immunology and translational medicine. His current research focus is the role that metabolic changes play in the origin and progression of cancer. He has also done pioneering research on the genes that control programmed cell death and how the misregulation of such genes can contribute to cancer. In earlier work, he contributed to the development of innovative treatments for autoimmune diseases and leukemia.

# nih record



*Can We Reduce Concussions?***High-Tech System Monitors Head Impacts***By Dever Powell*

Homer Simpson hits his head, sees stars and everyone laughs.

But head injuries are no laughing matter for kids who play contact sports. Nervous moms and dads want to know: are helmets safe?

“Research and testing led to the development of helmets effective in preventing traumatic brain injuries,” said Richard Greenwald, president of Simbex. The same cannot be said for relying on helmets to prevent milder—but still serious—traumatic brain injuries (MBTIs), such as concussions.

“Most current helmets were not developed specifically for reducing risk of concussion because we’re only now learning how they might,” said Greenwald in his Apr. 17 lecture “Biomechanical Basis of Concussion: Monitoring Head Impact in Sports,” part of the NICHD Director’s Lecture Series.

**Spotlight on College Sports**

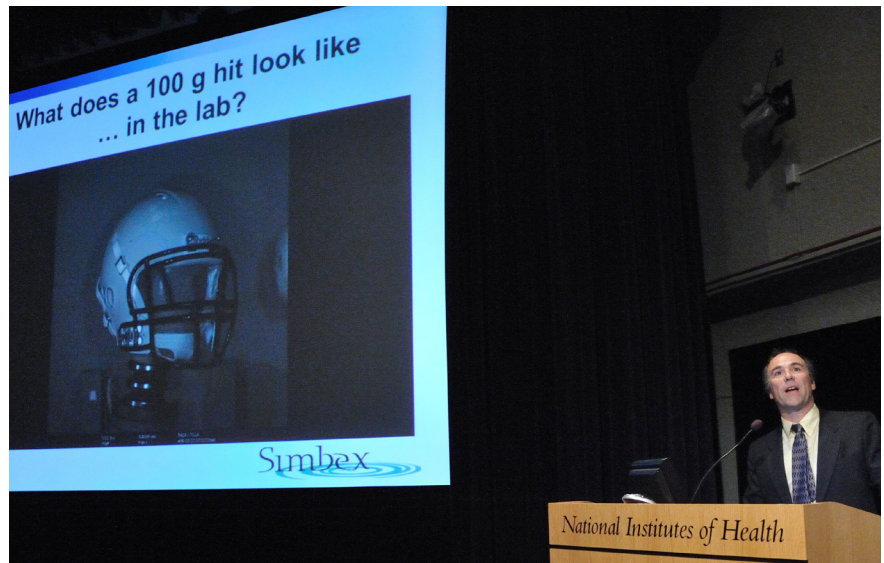
Richard Greenwald’s research found that in collegiate football:

- ✔ Individual athletes have sustained more than 2,000 head impacts in a single season.
- ✔ The magnitude of the impact is influenced most by playing position and the location of the impact. For example, running backs sustain overall the highest magnitude impacts to the head.
- ✔ Nearly half of the 120 diagnosed concussions in the study resulted from hits to the front of the head.

And in a comparison of men’s and women’s collegiate hockey:

- ✔ Male players sustained twice as many impacts as female players.
- ✔ There were no differences between genders when comparing the location and severity of hits.

A concussion is a serious head injury that can result from a hit or jolt, from sports activities, accidents, falls or other trauma. Annually, about 1.6 million people sustain recreation-related concussions or other MTBIs. Most people who have a concussion don’t lose consciousness. Although symptoms may include nausea, vomiting or convulsions, you can have



*Richard Greenwald discusses new technology to monitor head injury.*

PHOTO: ERNIE BRANSON

a concussion and not realize it. Some people, including athletes of all ages, are never diagnosed and risk further injury. Research has linked repetitive head injuries to long-term chronic brain injury, including early onset dementia.

Despite the frequency of concussions, little research had been conducted on head impact exposure until recently. Starting in 2001 with the support of NICHD’s National Center for Medical Rehabilitation Research, Simbex developed the Head Impact Telemetry System (HITS). With this technology, Greenwald and his colleagues have been working to supply the needed data. They have monitored more than 1.8 million head impacts on athletic fields and hockey rinks.

“Our goal is to prevent short- and long-term effects of repetitive impact exposure,” Greenwald said. With information supplied by HITS, he and his colleagues are undertaking the research to move down the field toward that goal.

HITS transforms a helmet or headgear into a head-impact monitor and provides real-time, continuous, on-field data collection. A package with impact sensors, a processor and a transmitter are fitted inside the helmet. A microprocessor-based data collector can then receive impact data continuously from helmets up to 100 meters away. The collector stores all key impact signatures—frequency, location and severity—with a time stamp for future analysis.

As Greenwald and his partners across the country tested and collected data using HITS from high school, college and professional athletes, they knew they were breaking new ground. “This research for the first time defines head impact exposure—‘how often, how hard and where’—as a function of gender, player position and practice-versus-game and allows us to correlate that data with clinical history surrounding diagnosed concussion.”

At the same time, Greenwald and his colleagues understand that even as they race to apply biomechanical science to real-world safety needs, more research is needed.

“We need to better understand brain injury mechanisms, interactions with equipment and the circumstances surrounding head injuries,” he said. 1





## BIKE DAY

CONTINUED FROM PAGE 1

### Above:

Collins and his wife Diane Baker (r) pose with members of the late Carl Henn's family, including (from l) daughter Jessica, father Dwight, mother Diane and widow Carol.

PHOTOS: BILL BRANSON

"Thank you for coming out," Collins greeted a small crowd at a pit stop on Paul Rogers Plaza in front of Bldg. 1, "and for doing this kind of demonstration of how we are the National Institutes of Health. So we believe in promoting health, not only for everybody else in the world, but for ourselves. And setting an example as you all have today is terrific."

Collins said he and his wife have been biking a lot this spring, including a 25-mile ride as part of the Bike DC event the previous weekend. One reason for the added mileage, he said, is that "I got a decent bicycle instead of that thing I rode last year—which people made fun of, by the way."

"I hope you had a great commute," he added. "And I hope you'll think about doing this not just once a year, but more often than that. It is certainly a good way to enjoy the outdoors and to get some exercise."

Collins asked how many in the crowd had seen his appearance the previous week on *The Colbert Report*, during which he outlined the scope and danger of the obesity epidemic facing the United States. He said he got a lot of comments about a prop he displayed on the show—a 5-pound hunk of fat. He brought the prop along on BTWD, and Baker unveiled it for the crowd to see.

Collins divulged that he shed about 30 pounds



Angela Atwood-Moore, who has been active in the leadership of the NIHBCB since about 2005, holds first Carl Henn Bicycling Advocacy Award.

in the past 3 years, or roughly six times the prop-size portion.

"Pass that around," he joked. "People probably want to touch it. No carving off pieces, now..."

Collins, whose commute from his home in Chevy Chase is about 4 miles each way, said NIH'ers could use their bike commuting time to think "great thoughts all along the way." He related that Albert Einstein is thought to have conceived of the Theory of Relativity while pedaling at night, using a headlight to illuminate his path.

"So maybe NIH will be greatly blessed today, tomorrow and the next day by all of you riding your bikes and having those great thoughts. Coming back to work and doing something that will change the world. That's what we're all about here...Ride safe!"

The event included presentation of the inaugural Carl Henn Bicycling Advocacy Award; Henn, who was killed by lightning in July 2010, was a former NIH employee and community activist who helped launch the NIH Bicycle Commuter Club. The award—a trophy and restaurant gift certificate—went to NICHD's Angela Atwood-Moore, who has been active in the leadership of the NIHBCB since about 2005.

"Carl was so great because he stuck to [his advocacy]," said Atwood-Moore, accepting the award from Dr. Diane Bolton of the NIHBCB. "He didn't get angry and he didn't get confrontational. He just let the facts lead people to the conclusions that he had already reached."

Bolton said Atwood-Moore was chosen nearly unanimously for the Henn award in honor of her passionate advocacy on behalf of bicycle commuters and her development of the Bike Bucks program at NIH, which offers incentives for employees to pedal to work.

Henn's survivors, including his wife Carol, daughter Jessica and parents Dwight and Diane





*Baker holds 5-pound hunk of fat aloft as Collins recounts his recent appearances on The Colbert Report and his involvement with the recent HBO series The Weight of the Nation.*

Henn, were on hand to witness the presentation and meet Collins.

Regional BTWD organizers say some 12,700 people cycled to work on May 18, which is more than have ever participated in the annual event. According to Commuter Connections, "Bike to Work Day 2012 exceeded its goal of 12,500 commuters and the number of participants increased by almost 2,000 compared to 2011."

"We were tops again with 591 official registered participants," said Joe Cox, chief of transportation services, ORS. "I think we had much more, but [there's] no way to say how many."

Pit stops around the area, including three at NIH, welcomed cyclists and bicycling convoys with free T-shirts, food, beverages, bike checks and prizes provided by regional and local sponsors.

"This event has increased the popularity of bicycling as a reliable, sustainable and healthy commuting option thanks to the support and dedication of participants, sponsors, volunteers and officials," said David Robertson, executive director of MWCOG. "Regionally, Bike to Work Day has grown tremendously. Five years ago, 6,600 people participated in the event. Since then, the number has nearly doubled and pit stops have increased from 49 to 58. Next year, we look forward to even more participants."

"Commuters throughout the metropolitan area are looking for ways to make their commutes easier and less costly. Bicycling to work is one of the options that can improve the daily commute," said Nicholas Ramfos, director of Commuter Connections. "The dramatic growth of this event is an indicator that area commuters view bicycling as a viable commute alternative that can fit into their daily routine."



*Above, BTWD organizer Dr. Diane Bolton (l) of the NIH Bicycle Commuter Club displays this year's event T-shirt with Collins. Below, Zoe Helen Baker, 2, has been riding her scooter bike since she was 18 months old, including scooting to NIH last year for the 2011 Bike to Work Day. With her is granddad Dr. Houston Baker, program director in NCI's Cancer Imaging Program. Missing from the photo is Zoe's mother, Dr. Eva H. Baker, a neuroradiologist in Bldg. 10. She did not bike to work May 18 because her tire blew out and a spare bike was not handy.*





## TANNEN

CONTINUED FROM PAGE 1



gets it to stick, rises in the group. Play fighting, or one-upping each other, is a common dynamic among young males.

### Translation, Please

Despite these patterns, Tannen said no way is right or wrong. If the goal is accomplished then the ritual is deemed successful.

More important, she said, is acknowledging that we interpret others in terms of ourselves. “You must mean or feel what I would mean or feel if I spoke or behaved that way,” she said. “If you don’t recognize the way of speaking as a ritual, then you interpret the words literally.”

It’s these misinterpretations and faulty impressions we form that can complicate communication anywhere, particularly in the workplace.

For example, many ways that women have of telling people what to do or getting work done lead to them being seen as less competent or less confident than they really are.

### Who’s Sorry Now?

Tannen says two words used more often by women than men are frequently misunderstood: “I’m sorry.” She explained that women frequently use the words to convey regret about an unfortunate situation, not to accept blame. Men, however, often interpret the words as an apology or admission of fault. But, women may not be saying, “Sorry—my mistake.” Instead, they’re saying, “Sorry—too bad you have to deal with this.”

### Damned If You Do...

Tannen also talked briefly about a concept known since the 1950s as the “double bind,” or what can be filed under the heading You Can’t Win Either Way.

If women behave in ways traditionally associated with females, then they could be seen as lacking confidence or competence. If they act in ways associated with authority, which are more commonly attributed to males, then women could get labeled “bossy” (or another b word not polite for describing humans).

### Right:

*Tannen says two kinds of power exist in the workplace: institutional power based on your rank in an organization and interactional power, which is your ability to get things done because of the way you communicate and the way you do things. You may be able to harness the second kind to increase the first kind.*

Professor of linguistics at Georgetown University, Tannen is probably best known for her book, *You Just Don’t Understand: Women and Men in Conversation*, which resonated with audiences nationwide. Since then she’s written about speaking styles within all types of relationships, including mothers and daughters, sisters, adults in families and people at work.

At NIH, she revisited sex differences with her lecture, “Can We Talk? How Gender and Culture Affect Who Gets Heard, Who Gets Ahead and What Gets Done at Work.”

More than categorizing speech patterns as male or female, however, she said it’s our ability to read “conversational rituals” that makes us better communicators.

### Not Just He Said, She Said

“[Of course, there are] ways of speaking that are common among women and ways of speaking that are common among men, but we all know that no two women and men are the same,” she explained. “In addition...we have other influences on our ways of speaking—cultural differences, ethnic differences, what part of the country or what country you grew up in, age, class differences, sexual orientation, the kind of work that you do. Geographers versus psychologists versus engineers versus scientists versus administrators will have different ways of speaking that they’ve developed over time.”

Tannen said two kinds of power exist in the workplace: institutional power based on your rank in an organization and interactional power, which is your ability to get things done because of the way you communicate and the way you do things. You may be able to harness the second kind to increase the first kind, she suggested.

### Child’s Play

She began by showing video clips of children interacting. Turns out, the way we play with our friends as youngsters pretty much shapes the way we communicate for the rest of our lives. Early in life, it seems, we develop conversational rituals—girls, for example, tend to face each other when they talk; boys, not so much.

In general, girls don’t give direct orders and tend to have one best friend they confide in. They like to establish bonds of sameness, i.e., “Your favorite color is red? So is mine.” Boys, on the other hand, use language to negotiate their position. Whoever tells others what to do, and



"Anything you do that fulfills one requirement violates another," Tannen explained.

Men's double bind may not seem like a problem at first. Should they treat female colleagues exactly the same way they treat male colleagues? The knee-jerk response is yes. Consider the traditional handshake, though. Some regional customs, particularly in the South, say it is impolite for a man to extend his hand to shake a woman's hand before she offers hers. What should a man sacrifice—chivalry or equality?

The way the sexes handle small talk also tends to differ, according to Tannen. Whereas many women exchange compliments, many men exchange playful insults. In addition, often men explore ideas by a ritual called "dynamic opposition," or playing devil's advocate. Identifying the ritual at work can prevent some female coworkers from taking such opposition literally, or personally. Often it's not what you say, but how you say it.

Learning to balance your expectations against the rituals others might have is the key to successful workplace interactions, she concluded.

Tannen ended the session by taking audience questions. NIH'ers can watch the whole lecture online at <http://videocast.nih.gov/> under Past Events. 📺

### Online Newsletter Features NIH Series

*AOL Government*, an online newsletter about work in the public sector, is featuring a series of articles on innovation at NIH. The newsletter has published two of about a dozen planned stories that are part of a broader series examining novel work at various federal departments and agencies.

"Innovation at NIH: It's in Their DNA," featuring comments from NIH director Dr. Francis Collins, kicked off the series on May 7. Next up on May 16 was "Innovation at NIH: Donald Lindberg, Senior Statesman for Medicine and Computers." You can find those articles at <http://gov.aol.com/2012/05/07/innovation-at-national-institutes-of-health-its-in-their-dna/> and <http://gov.aol.com/2012/05/16/innovation-at-nih-donald-lindberg-senior-statesman-for-medicine/>, respectively.

To have links for *AOL Gov* delivered regularly to your inbox, visit <http://gov.aol.com/newsletter-signup/?icid=gov-newsletter-signup>.



*Seventeen patients, their families and staff from the American Academy of Orthopaedic Surgeons recently visited the NIH campus.*

### AAOS Visitors See NIH Scientists at Work

To gain insight into NIAMS research under way on musculoskeletal diseases, 17 patients, their families and staff from the American Academy of Orthopaedic Surgeons (AAOS) recently visited the NIH campus as part of AAOS's 2012 Research Capitol Hill Days. During Capitol Hill Days, patients, physicians and researchers meet with members of Congress to request continued support for musculoskeletal research.

"At NIAMS, many of the diseases we research have three things in common: they are chronic, costly and common," said Dr. Stephen Katz, NIAMS director. "Many of you are examples of overcoming them by using resources developed by NIH that focus on making life better for people with these diseases."

In addition to Katz, the group met with NIAMS scientists and leaders, including Dr. Joan McGowan, director of the Division of Musculoskeletal Diseases. She shared exciting orthopaedic research advances in the prediction, prevention and treatment of osteoarthritis (OA); the early diagnosis and management of adolescent scoliosis; better treatments for traumatic limb injury; and tissue engineering and regenerative medicine in bones and joints.

"The field of OA has exploded with opportunities," said McGowan. "We study people with OA as they age to monitor the progression of their disease so that we can ultimately learn how we might prevent it."

At the Clinical Center, the visitors learned about the department of rehabilitation medicine's cutting-edge research to help patients overcome problems with mobility and movement. They heard from its chief, Dr. Leighton Chan, Dr. Frances Gavelli, a principal investigator and research engineer, and Dr. Jay Shah, a senior staff physiatrist.

"It's a thrill to do the kind of clinical research we do," said Chan. "The Clinical Center is like no other hospital in the world. By putting the biological labs right next to the clinical wards, we can accelerate the pace to create treatments and find cures."

The group also visited the clinical movement analysis lab led by Dr. Diane Damiano, chief of the functional and applied biomechanics section, and Christopher Stanley, a motion lab engineer. They observed and participated in demonstrations of high-tech devices such as specialized video cameras and floor plates that measure data from patients' movements. These help researchers and clinicians diagnose and analyze patients' conditions and help them with recovery.

"It's easy for me to support the mission of NIH and AAOS because they improve my quality of life," said one visitor.

"I think it's amazing to be able to come here to meet researchers and the heads of departments," said another visitor. "It was great to hear all sides, which I don't usually see as a patient advocate."





## HIKE

CONTINUED FROM PAGE 1

**Above, from l:**  
On hand to greet Green is NIH principal deputy director Dr. Lawrence Tabak.

Hikers begin their perimeter tour by crossing Center Dr. along Wilson Ln.

PHOTOS: ERNIE BRANSON

"Aren't you glad you didn't die yesterday?" quipped Green, moments before the starting whistle signaled step off. "I'm glad to be here at NIH to support all that you do as an institution."

Reminiscing on his career playing football, he said, "I'm not a big guy, but I was fortunate enough to play a big man's sport and I got out alive. These days I just want to stay healthy so I can participate with my kids and their kids—and maybe even their kids!"

At age 52, Green—who once also held the title "the NFL's fastest man"—might become a regular fixture at NIH, promoting health on campus. The Recreation & Welfare Association will join forces soon with WalkFitHealth Nation, a web-based program designed to track fitness progress, and offer activity tips and motivate people to better health. Green is a spokesman for the program.

More than 1,700 NIH'ers registered to take a hike this year, with more than 2,000 thought to have

participated, according to NIH's self-described "senior official for wellness," Dr. Alfred Johnson, director of the Office of Research Services. ORS's Division of Amenities and Transportation Services coordinates the hike.

Since the event began in 2007, more than 9,000 people have taken the approximately 3-mile perimeter hike around NIH's Bethesda campus. A fair amount of participants longing for a quicker pace opt for the "fun run." Along the route, several water stations were sponsored by a variety of groups, including NHLBI's Heart Truth campaign, CIT, the Office of Human Resources, CIVIL, the Public Health Service, NIDDK, NIA-MS, the Clinical Center and the Job Club of the Office of the Director.

"We're taking our own best advice," enthused Johnson, in opening remarks. He also announced the institute/center that registered the most participants for the event: The Office of the Director won bragging rights this year.—Carla Garnett



At left, Robert Sherman (l) of Bethesda's Equinox Fitness Club leads a pre-hike warm-up to get participants in the spirit. At right, gathering for a photo are hike enthusiasts (from l) NIH R&W President Randy Schools, ORS director Dr. Alfred Johnson, Green, Chris Gaines and Office of Human Resources Director Chris Major.





Warm-up in full effect



Above, with Green, a crew from NINDS rocks matching T-shirts. Below, everybody got in on the action, even those not yet independently mobile.



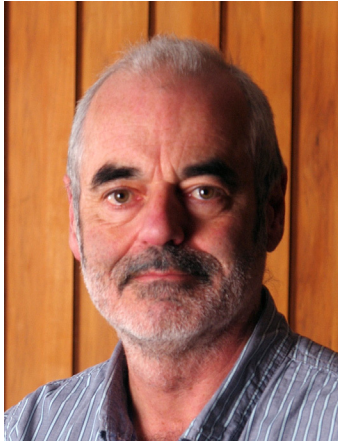
Above, the DATS Take a Hike Day Team includes (from l) Mary Ellen Savarese, Johnson, Joy Gaines, Chigasa Odor, Pat Thomas, Michelle Mejia, Carole Harman (seated), Tonya Lee and John Crawford. Below, FIC's Patricia Lee Callahan (l) helps hand out free water bottles provided by the NIH Federal Credit Union.



ORS director Johnson (l) accepts the trophy for the Office of the Director, which registered the most employees for the hike. At right, participants in the "fun run" portion of the event take off at the sound of the whistle.



## Spiegelhalter To Discuss Harms, Benefits Of Treatment, Lifestyle



*Dr. David Spiegelhalter of the University of Cambridge will speak at NIH on June 20.*

Prof. David Spiegelhalter, Winton professor of the public understanding of risk, senior scientist, Medical Research Council biostatistics unit, associate fellow, Centre for Science and Policy, University of Cambridge, will speak at NIH on Wednesday, June 20 from 10 a.m. to noon in Bldg. 45, Rms. E1/E2.

There is increasing attention to presenting potential benefits and harms of treatments and lifestyle choices in a balanced and transparent way. Spiegelhalter will discuss some proposals for how this might be done, focusing on alternative ways in which numbers and graphics may be used and emphasizing the role of interactive animations and videos. Recent research on public preferences and understanding of different formats strongly suggests that one size does not fit all; a range of alternative presentations may be appropriate.

Spiegelhalter's background is in medical statistics, particularly the use of Bayesian methods in clinical trials, health technology assessment and drug safety. He led the statistical team in the Bristol Royal Infirmary Inquiry and also gave evidence to the Shipman Inquiry. He has been a consultant to a number of public and private organizations including pharmaceutical companies. In his current post, he leads a small team that is attempting to improve the way in which the quantitative aspects of risk and uncertainty are discussed in society.

He was elected a fellow of the Royal Society in 2005 and awarded an Order of the British Empire in 2006 for services to medical statistics.

The seminar is sponsored by the Office of Disease Prevention, NIAAA, NCI and NHLBI. Registration is not required; seating is on a first-come, first-served basis.

Sign language interpreters will be provided. Those who require reasonable accommodation to participate should contact Paris Watson at [Paris.Watson@nih.gov](mailto:Paris.Watson@nih.gov) or (301) 496-6615.

For more information, visit [consensus.nih.gov/mindthegap](http://consensus.nih.gov/mindthegap).

## ITAS Will Require HHS ID Badge, PIN Starting June 18

NIH is changing the way its workforce accesses information systems and the network by transitioning away from logging into computers and systems with usernames and passwords to smart card authentication using the HHS ID badge and PIN. The first phase of this transition was completed on Mar. 1 when smart card authentication was enforced for Virtual Private Network (VPN) remote access. NIH is currently working towards the next two milestones:

■ June 18: All federal employees and contractors who hold timekeeper roles will be required to use their HHS ID badge and PIN to access the Integrated Time and Attendance System (ITAS) from Windows computers.

■ Mar. 29, 2013 (tentative): All employees, contractors and affiliates will be required to use their HHS ID badge and PIN to access the NIH network from Windows computers. ICs will have staggered completion dates leading up to that date.

The smart card login requirements are part of the continued implementation of Homeland Security Presidential Directive 12.

To ensure that all ITAS users will be able to successfully use their HHS ID badge to access ITAS, some individuals may need to reset their PIN or renew their digital certificates. They can do this at their local Lifecycle Work Station. A directory of LWS operators at NIH, arranged by IC, is posted online at [www.ors.od.nih.gov/ser/dpsac/badge/Pages/lifecycle.aspx](http://www.ors.od.nih.gov/ser/dpsac/badge/Pages/lifecycle.aspx).

The LWS operators will be able to reset PINs and renew digital certificates. However, they will not be able to issue new HHS ID or NIH badges. Employees, contractors and affiliates working on or near the Bethesda campus who require a new or re-issued HHS ID badge must coordinate with their administrative officer and the Division of Personnel Security and Access Control.

Individuals at off-campus facilities (Rocky Mountain Laboratories; Ft. Detrick; Research Triangle Park, N.C.) who require badging services should contact their local security office.

Visit <http://smartcard.nih.gov> or <http://idbadge.nih.gov> for more information about your HHS ID badge and how to use it.



## Study Shows How Immune Cells Change Wiring of the Developing Mouse Brain

Researchers have shown in mice how immune cells in the brain target and remove unused connections between brain cells during normal development. This research, supported by NINDS, NIDA and NICHD, sheds light on how brain activity influences brain development and highlights the newly found importance of the immune system in how the brain is wired, as well as how the brain forms new connections throughout life in response to change.

Disease-fighting cells in the brain, known as microglia, can prune the billions of tiny connections (or synapses) between neurons, the brain cells that transmit information through electric and chemical signals. This new research demonstrates that microglia respond to neuronal activity to select synapses to prune and shows how this pruning relies on an immune response pathway—the complement system—to eliminate synapses in the way that bacterial cells or other pathogenic debris are eliminated. The study, reported in the May 24 issue of *Neuro*, was led by Dr. Beth Stevens of Children's Hospital Boston and Harvard Medical School.

## Poor-Quality Malaria Drugs Pose Threat

Poor-quality antimalarial drugs lead to drug resistance and inadequate treatment that pose an urgent threat to vulnerable populations, according to an NIH study published May 22 in *The Lancet Infectious Diseases* journal. Emergence of malaria strains that are resistant to artemisinin drugs on the Thailand-Cambodia border make it imperative to improve the drug supply, stressed the authors.

"Poor-quality antimalarial drugs are very likely to jeopardize the unprecedented progress and investments in control and elimination of malaria made in the past decade," said Dr. Joel Breman, a coauthor on the paper and senior scientist emeritus at the Fogarty International Center, which funded the study.

By studying survey data of the malaria drugs available across Southeast Asia and sub-Saharan Africa, researchers found that from 20 to 42 percent are either poor quality or fake. Poor-quality samples were classified as falsified, substandard or degraded. Falsified drugs were

fraudulently manufactured with fake packaging and usually no active ingredient or the wrong one. Substandard products were poorly manufactured with inadequate or too much active ingredient. Degraded supplies are good quality drugs that were compromised by poor storage.

## Genetic Test Results Do Not Trigger Increased Use of Health Services

People have increasing opportunities to participate in genetic testing that can indicate their range of risk for developing a disease. Receiving these results does not appreciably drive up or diminish test recipients' demand for potentially costly follow-up health services, according to a study by researchers at NIH and other institutions.

The study in the May 17 early online issue of *Genetics in Medicine* was done by investigators with the Multiplex Initiative, a multi-center collaborative initiative involving NIH's Intramural Research Program, Group Health Cooperative in Seattle and the Henry Ford Health System in Detroit.

The tests are available from a growing number of commercial producers; health care providers have been uncertain whether people who received information only about risk would follow up by demanding diagnostic testing to monitor for predicted illnesses.

"We need to understand the impact of genomic discoveries on the health care system if these powerful technologies are going to improve human health," said Dr. Dan Kastner of NHGRI. "We are still learning how to integrate new genomic discoveries into clinical care effectively and efficiently."

## Concentrated Saline Therapy Not Effective in Young Children with Cystic Fibrosis

Inhaling concentrated saline (salt water) mist does not reduce how often infants and young children with cystic fibrosis (CF) need antibiotics for respiratory symptoms, according to findings from a clinical trial sponsored by NHLBI. This trial is the largest study of concentrated, or hypertonic, saline therapy in infants and preschoolers.

Previous findings have shown that hypertonic saline provides some benefits to adults and older children with CF. The saline mist appears to loosen the thick mucus that builds up in the lungs and may reduce the recurrent infections, known as pulmonary exacerbations, which are thought to contribute to the lung damage and respiratory failure associated with CF. Based on these 2006 findings, the use of hypertonic saline in younger children has been rising. About 1 in 5 children under 6 years old with CF currently use this therapy, but without any clear evidence that it is effective in these children.

"Even reasonably simple and non-toxic therapies can be burdensome, especially for families of small children with a chronic disease such as cystic fibrosis," said pediatrician Dr. Susan Shurin, NHLBI acting director. "This is one more study that illustrates the importance of conducting clinical research in children because medicine is not one size fits all—therapies that benefit adults or even teenagers do not always benefit younger children in the same way."

Results of the Infant Study of Inhaled Saline clinical trial were published online May 20 in the *Journal of the American Medical Association*.—compiled by Carla Garnett



Receiving results of genetic testing does not appreciably drive up or diminish recipients' demand for potentially costly follow-up health services, a study finds.

# feedback

Have a question about some aspect of working at NIH? You can post anonymous queries at [www.nih.gov/nihrecord/index.htm](http://www.nih.gov/nihrecord/index.htm) (click on the Feedback icon) and we'll try to provide answers.

**Feedback:** I read in the *Gazette* that the NIH is developing a new master plan that includes replacing Bldgs. 31 and 12 and relocating Bldg. 21. However, I could not find any details about this plan on the NIH web site. Can the *Record* obtain any information about the planning process, when the new plan will be public and what the rationale is for these changes? Obviously, implementation of the new master plan will be subject to funding, but in the meantime, it would be nice to have some details about what the plan says.

**Response from the Office of Research Facilities:** Departmental policy requires all HHS operating divisions, including NIH, to update their master plans on a regular basis. NIH last developed a master plan in 2003. This plan has become outdated and does not incorporate sustainability and other recent requirements.

At NIH, the current master plan process is being overseen by the facilities working group on behalf of the NIH director. The process includes an environmental impact statement along with opportunity for public input. An initial public scoping meeting was held on Feb. 28, 2012. The meeting included a presentation by NIH staff and allowed for comments from the public.

A master plan does not guarantee that any facility will be funded. Rather, the plan sets forth goals on where an institution aspires to be in the future. The 20-year goals of the upcoming NIH master plan are to:

- Continue to focus scientifically on “Centers of Science” like the Porter Neuroscience Research Center to foster discovery through interdisciplinary synergies;
- Demolish buildings that are beyond their service lives;
- Adaptively reuse historic but outdated laboratories as administrative buildings where feasible, such as the newly renovated Bldg. 3;
- Bring costly leased laboratories back to campus to leverage access to the Clinical Center, animal facilities and shared equipment;

- Improve pedestrian safety and embrace current and future mass transit opportunities such as the Purple Line and Bus Rapid Transit to contain congestion;

- Create additional “green space” by converting unsightly surface parking lots to structured parking while maintaining parking ratios of two employees for every parking space.

In August 2012, NIH plans to submit a draft master plan to the National Capital Planning Commission. At that time, NIH will provide a copy to the *NIH Record* and the draft will also be available to the public.

**Feedback:** Can the NIH Police start cracking down on drivers who go the wrong way in the parking garages? People are deliberately driving against the legal direction in order to grab parking spots or to exit the garages “sooner.” None of the newly painted markings seem to faze them.

**Response from the Office of Research Services:** NIH Police officers routinely monitor the garages for these types of violations. We will direct more attention to this problem during the rush hour periods while officers also actively monitor vehicle and pedestrian traffic. As each garage possesses different challenges for those who park there, appropriate corrective action will be taken, be it a verbal or written warning or issuance of a magistrate’s notice if the infraction is observed and deemed avoidable. 🕒

## Sandler Honored by Public Health Society

*NIEHS epidemiologist Dr. Dale Sandler has been elected as an alumni member of the Alpha chapter of the Delta Omega honorary society in public health at Johns Hopkins Bloomberg School of Public Health, where she earned her doctorate. New student, faculty and alumni members were formally recognized May 15 in Baltimore at the chapter’s annual dinner and induction ceremony. Sandler is head of the NIEHS Epidemiology Branch and a lead researcher on several large, high-profile prospective studies including the Sister Study, the GuLF Study and the Agricultural Health Study. She joined NIEHS in 1979 and was appointed head of the Epidemiology Branch in 2003, after 2 years as acting chief.*



PHOTO: STEVE MCCAWE



# milestones

## Byrnes Named Director of CSR Division

The Center for Scientific Review has named Dr. Noni Byrnes director of its Division of Basic and Integrative Biological Sciences. She has been acting director of the division since November 2011.



“Dr. Byrnes brings impeccable leadership and mentoring skills to this key post,” said CSR acting director Dr. Richard Nakamura. “She also brings a strong commitment to peer review and the basic sciences community.”

He noted that Byrnes led CSR’s successful review of over 20,000 Challenge grant applications for American Reinvestment and Recovery Act funds in 2009 and 2010. In this effort, she managed the activities of over 200 scientific, professional, technical and support staff.

The Division of Basic and Integrative Biological Sciences includes 6 integrated review groups that consist of 50 study sections that review NIH grant applications in: biological chemistry, macromolecular biophysics, bioengineering, cell biology, genetics, molecular sciences and basic and translational oncology.

Since 2006, Byrnes has been chief of the cell biology integrated review group. Dr. John Bowers will continue to serve as acting chief of this IRG until a new chief is appointed.

Byrnes came to CSR in 2000 to be scientific review officer for the enabling bioanalytical and biophysical technologies study section, which reviews applications to advance cutting-edge tools development for biochemical and cell biological studies. She also coordinated CSR’s Review Internship Program.

She earned her Ph.D. in analytical chemistry from Emory University, where her research focused on the development of fluorescence spectroscopic methods. Before coming to CSR, she worked for Procter & Gamble Pharmaceuticals, where she was a staff scientist in the bio-analytical drug development section.

## Linde Named OSPPC Director at NIAMS

Anita Linde has been appointed director of the newly organized Office of Science Policy, Planning and Communications at the National Institute of Arthritis and Musculoskeletal and Skin Diseases. The Office of Science Policy and Planning and the Office of Communications and Public Liaison recently joined to become branches within the new office. Linde is responsible for overseeing the science policy, strategic planning, program evaluation, legislation, communications and public liaison activities of the institute.



“We believe this new structure will enable us to better leverage the expertise of our staff, share knowledge, streamline the decision-making and reporting processes and maximize our resource utilization,” said NIAMS director Dr. Stephen Katz. “Moreover, Anita’s leadership abilities and diverse experience make her ideally suited to direct the new office.”

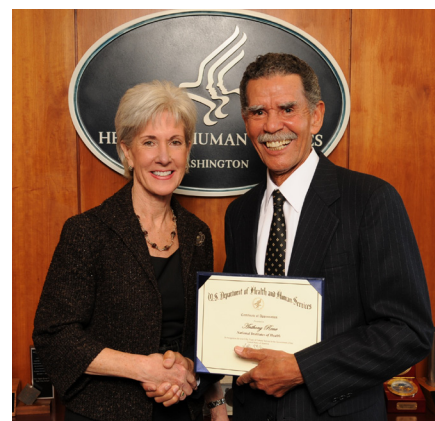
Linde had been director of OSPP since 2005, where she managed science policy, strategic planning, program evaluation, legislative liaison and speechwriting activities. For the past year, she also served as acting director of OCPL, overseeing NIAMS press and social media activities, science writing, web site, health information and education initiatives and public outreach efforts.

Linde came to NIH as a Presidential Management Intern in 1994, and has held a number of positions across the agency in management and program analysis; legislative analysis; science policy and planning; and communications and public liaison. During her tenure, she has served on many agency-wide groups including the administrative training committee, the evaluation oversight committee and the governance group for the NIH Office of Portfolio Analysis and Strategic Planning.

Linde has received numerous awards including the NIH Director’s Award for exemplary service as a mentor in 2010. She is a 2004 graduate of the Senior Executive Fellows Program at the John F. Kennedy School of Government at Harvard University. Linde is a Phi Beta Kappa graduate of the University of Virginia, where she earned a bachelor of arts in comparative literature and French. She holds a master of public policy degree from Vanderbilt University.

## Rene Marks 50 Years of Service

Secretary Kathleen Sebelius (l) recently recognized Dr. Anthony Rene at the HHS offices in Washington, D.C., for 50 years of federal service. The majority of his active career was at NIGMS, where he managed research training programs for underrepresented minorities, individuals with disabilities, people from disadvantaged backgrounds and those re-entering research after a hiatus. Rene continues this work as a volunteer in the NICHD Division of Special Populations. “My passion is working with students,” he said. He gets requests for advice from students in high school and college levels and those seeking doctoral degrees. One of the hallmarks of his mentoring style is his accessibility. “I tell them I’m available evenings and weekends. They can always get in touch with me,” he said. “It’s what I do.”





## OER's Ellis Retires After 34 Years at NIH

By Manju Subramanya

After Hurricane Katrina in 2005, Joe Ellis, director of NIH's grants policy and compliance hub, paid a visit to hard-hit research institutions in New Orleans. From that visit came a new NIH grants policy to consider extensions for principal investigators during natural disasters to reestablish research.

Understanding the needs of the research community while formulating policy that hews to NIH regulations and keeps its larger mission in mind characterized Ellis' 34-year career at NIH, including the last 9 years as director of OER's Office of Policy for Extramural Research Administration (OPERA). He retired June 2.

"Facilitating change while reducing the burden on recipients and managing the stewardship of NIH funds for health research is very rewarding," said Ellis, who began his NIH career as an auditor in 1978 and gravitated to the grants management field, joining NHLBI in 1987 before moving on to NIA, then to NIGMS as chief grants management officer in 2000 and finally OER in 2003.

"He has done such a phenomenal job at NIH and with the grantee community. People can't think of extramural without Joe Ellis," said Dr. Sally Rockey, NIH deputy director for extramural research.

Ellis had a major hand in NIH grants policy initiatives, including the revised Financial Conflict of Interest regulations in August 2011, the changes in stem cell policy, the unprecedented opportunity of American Recovery and Reinvestment Act grants and, more recently, the pilot for a government-wide progress report. He is particularly proud of his recent efforts to streamline "effort reporting" and to overhaul cost principles that govern federal grants.

He forged important relationships with the research community through his representation on the Federal Demonstration Partnership (FDP) and work with the Council on Governmental Relations, among others. In 2010, Ellis won the Carrabino award, an honor bestowed by the National Council of University Research Administrators on a federal partner who has made a significant contribution to research administration.



"His knowledge and thoughtful approach to streamlining processes has been of immense benefit to the extramural community and particularly the FDP," said Susan W. Sedwick, FDP chair and director, Office of Sponsored Programs at the University of Texas, Austin. "He is truly a partner."

Ellis said his challenge was to address the constant barrage of policy requirements while trying to keep a life. "I am thankful that I have skilled, resourceful staff who do the work that makes me look good."

"When things are swirling, he is the calm influence that keeps the office sane," Marcia Hahn, director of OPERA's Division of Grants Policy, said of her boss.

"He is a listener, collaborator, consensus-builder," said Diane Dean, director of OPERA's Division of Grants Compliance & Oversight.

In retirement, Ellis looks forward to spending more time with his wife of 34 years, Theresa, and his two grown children—Kate, a grants management specialist at NIBIB, and Andrew, who just finished college.

Ellis, an avid outdoorsman, also aims to soak in the serenity of fly-fishing.

"Fly-fishing is the antithesis of what we do at NIH, where we are on a treadmill all the time. It is to take what nature and the environment give you and enjoy it," he said.

## NIGMS's Zatz Retires from Range Of Roles

By Shelly Pollard



When you walk into Dr. Marion Zatz's office, you immediately notice the recognitions and photos that span her 28 years at the National Institute of General Medical Sciences. She

points to several images, remembering the grantee whose biomedical research career she helped start and the meetings she participated in that played a role in shaping NIH's stem cell policy. It's not surprising that, after decades of service in a range of areas, Zatz retires with many fond memories.

With a Ph.D. in microbiology and immunology from Cornell, she spent the early years of her career as a faculty member at the Yale, Georgetown and George Washington University schools of medicine. She also directed tissue-typing labo-



ratories at two of those posts. During her research career, Zatz held R01 grants from two NIH components and published more than 50 papers.

She first came to NIH as a guest scientist in the Immunology Branch, NCI, where she worked from 1974 to 1977. She joined NIGMS as a program director in 1984, initially managing grants on cell growth and differentiation and, somewhat later, on cell cycle and programmed cell death. She became a branch chief in 1990 and at the time of her retirement was chief of the Developmental and Cellular Processes Branch in the Division of Genetics and Developmental Biology.

Zatz says that one of the most rewarding aspects of her job was identifying emerging areas of science and fostering their development. When she first arrived at NIGMS, she built a new program in the rapidly expanding field of molecular immunobiology. She also had an integral part in the stem cell arena as a member of the NIH stem cell task force and developer of a series of initiatives for a new NIGMS grant program in basic stem cell biology. Zatz also created a program for administrative supplements for collaborative science as a rapid and flexible mechanism to allow NIGMS grantees to form new collaborations.

"Marion has been a tremendously valuable colleague, with the capacity to juggle many balls at the same time," said acting NIGMS director Dr. Judith Greenberg. "She's had an impact that goes well beyond her division, making important, lasting contributions in the research, training and workforce development and diversity arenas."

Another fulfilling element of her work, Zatz recalls, was helping applicants and grantees. "I consider an important part of my job to be a social worker for scientists, trying to lead investigators and trainees through ever-changing policies, practices and budgets and providing as much information as possible along the way," she wrote in an essay published last year in *Molecular Biology of the Cell*.

A staunch supporter of the research training mission, Zatz directed the institute's largest Ph.D. training program, which focuses on the cellular, biochemical and molecular sciences. She also developed new Ph.D. training grant programs in bioinformatics and computational biology and in molecular medicine. In addition, she served on the institute's training strategic plan committee and worked on implementing the plan's recommendations.

Zatz was active in workforce diversity efforts, organizing a workshop and creating a web site on diversity recruitment and retention strategies. In 2011, she took on responsibility for the NIGMS

diversity and career re-entry supplements program. She plans to continue her involvement in this program as a contractor.

"Marion is committed to preparing the next generation of biomedical researchers, especially from underserved populations," said Dr. Clifton Poodry, director of the NIGMS Division of Training, Workforce Development and Diversity. "She played a vital role in the institute's efforts to increase biomedical workforce diversity."

In addition to her many roles at NIGMS, Zatz served as a mentor to staff, applicants, grantees and trainees. She was a founding member of the American Women in Science Bethesda chapter and served as its president from 2000-2001. Her honors include an NIH mentoring award, an NIGMS diversity awareness award and NIH Director's Awards in 1998 and 2005.

Retirement may mean it's time to pack up the photos and awards, but Zatz leaves behind a rich legacy of contributions to science and those engaged in it.

### NCI's Long Mourned



Dr. Cedric W. Long, assistant director of the National Cancer Institute's Division of Extramural Activities, passed away unexpectedly on May 3. He was 75.

Long spent his entire 32-year federal career at NCI, including 15 years with DEA. As assistant director, some of his responsibilities included overseeing committee management functions, research integrity compliance issues and serving as project officer for the contract supporting operations of the National Cancer Advisory Board and the NCI board of scientific advisors. Long was an advisor to the DEA director

on matters of extramural policies, especially those involving interface between extramural, intramural and contract operations.

Prior to his position with DEA, he was general manager/project officer of the NCI Frederick Cancer Research and Development Center from 1980 to 1997. Long's positions with NCI's Division of Cancer Treatment/Biological Resources Branch/Biological Response Modifiers Program were as acting associate director (1985); acting chief (1984-1985); and chief, procurement, formulation and preclinical trials (1980-1986). From 1976 to 1980, he was chief of Litton Bionetics, Inc.'s RNA Virus Laboratory/Biological Carcinogenesis Program. Long was chief of the Cell and Viral Biology Laboratory for Flow General, Inc., from 1970 to 1976. He was an NCI postdoctoral fellow with New York University School of Medicine and an NIH pre-doctoral fellow at Princeton University's chemistry department.

Long published more than 90 original papers and abstracts. A major study area was to understand the factors controlling expression of leukemia and sarcoma viruses and how they related to cell growth and malignant transformation of tissues.

Long was a member of the American Society of Biological Chemists, the American Association for Advancement of Science and Sigma Xi. He served as a referee for the *Journal of the National Cancer Institute*, *Analytical Biochemistry*, the *International Journal of Cancer* and the National Science Foundation.

Born in Michigan, Long was raised in California. He received B.A. and M.A. degrees from the University of California, Los Angeles, and M.S. and Ph.D. degrees from Princeton.

A memorial service will be held on Thursday, June 14 at 2 p.m. at the Neuroscience Bldg., 6001 Executive Blvd., Conf. Rms. C & D. 🕒



## 18th Police Awareness Day Features Picnic, Demos

PHOTOS: BILL BRANSON

When police cars from a variety of jurisdictions line the driveway in front of Bldg. 31, either someone is in big trouble or the 18<sup>th</sup> annual NIH Police Awareness Day picnic has been moved, due to weather, to Bldg. 31's patio instead of the Bldg. 1 lawn.

Happily, the latter situation was the case. Despite thick clouds and the threat of storms, the picnic went off as planned, as BBQ smoke wafted throughout the courtyard, drawing hundreds to a tasty lunch.

Officers served lunch to 306 customers, many of whom remained outdoors to watch exhibitions of K-9 team skill, firearms use and how to properly grill chicken, sausage and hamburgers. Information on safe use of local trails and park facilities as well as pamphlets on bicycling, hiking and other recreational pursuits were also on display at the event.



### *Clockwise, from above:*

*Cpl. Matthew Catherwood (l) dares to wear the sleeve that sends a dual-purpose narcotics/tracking police dog into action. An officer (r) from the Metropolitan (D.C.) Police Department assists with the drill.*

*Sgt. Duane Moe (l) demonstrates the police's judgment pistol training system, which lets users engage in various scenarios and make good decisions about the use of force while under some of the stress encountered during an actual call for service. Tonya Mansfield of NIDA's acquisitions office handles the firearm. "I didn't shoot the guy but I shot so much around him I scared him," she quipped, after experiencing—via life-size video screen—a crime in progress.*

*Tpr. Bradford Reeves (l) of the Maryland State Police and his canine partner accept warm greetings in the A-wing lobby of Bldg. 31.*

*Officers distribute information about some of Maryland's national parks.*

*A sizable chow line forming in the distance, Cpl. Brian Sims handles short orders at the grill on the patio.*

